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Proposed Modifications of Current Tour Policy

Modification, rather than drastic revision, of present overseas tour practices appears to be the area offering the greatest possibilities for realizing savings in travel and transportation costs.

1. 30-Month Tour Policy:

A 30-month tour policy could be applied worldwide except to the limited number of less favorable and hardship posts. Although this change might result in some measure of increased efficiency and lower transportation and travel costs, it would create a number of serious administrative and cyclical problems which would outweigh any savings. Obviously, many of the family, school, and cyclical problems can be avoided by having the bulk of its personnel rotation occur during the summer months.

2. Adoption of Foreign Service Tour Policies:

There would be certain definite advantages to be gained if the Agency adopted the policies of the Foreign Service. These are:

a. Flexibility which takes into account the substantial differences in geographic and climatic conditions and career opportunities among individual posts.

b. Potentially more effective utilization of employee abilities and skills. Short tours for junior officers provide developmental experience while longer tours of overseas duty for mid-career and senior officers provide greater continuity and depth to operations.

c. Employees do not serve for unduly long periods of time (seven to twelve years) in some of the more favorable posts such as [REDACTED]. Such long tours at favorable posts have not been uncommon in Agency experience.

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Rigid conformance to Foreign Service might be inadvisable, however, because:

a. That policy does not take into account many of the Agency's peculiar operational problems; e.g., the time, effort, and difficulties involved in establishing and servicing a clandestine mechanism, the difficulty of maintaining continuity and effectiveness over a highly placed operational contact, and problems involved in establishment and loss of cover.

b. The State Department's policy is designed to provide its junior officers with a variety of post and duty assignments during

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their early years of service, while the Agency's assignment needs and operational requirements for its junior officers could not in many situations be fulfilled if the State policy was followed too closely.

c. Strict conformance to such policies would be incompatible in some cases with the cover of the employees.

3. Flexible Policy for Differential and Non-Differential Posts:

Another alternative would be to establish flexible policies for differential and non-differential posts.

a. Non-Differential Posts: Under this proposal, a 36-month tour would be adopted at all non-differential posts to be followed by home leave. Except in the case of junior officers, the employees would normally return to the post for one additional tour of three years. Modification of this policy would be made when dictated by the needs of the Agency or when necessary to maintain the mental or physical well-being of the employee or his family. Recognizing that there are certain inherent differences among employees, e.g., age, marital status, interests, and rate of social adjustment, the Agency's 36-month tour policy for clerical and communications personnel should be sufficiently flexible to provide for reductions to 24 months when appropriate, considering the employee's personal circumstances, interests, and career development.

b. Differential Posts: A shorter tour may be designated for those few hardship posts where extreme hazards to health and/or life have been determined to exist. Whenever compatible with operational and cover needs, the Agency will normally authorize one rest and recuperation leave during each tour period.

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